



# Arizona

## Statewide Communication Interoperability Plan (SCIP) Implementation Report

November 2010

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## ***SCIP Implementation Report Overview***

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The Statewide Communication Interoperability Plan (SCIP) Implementation Report provides an annual update on your State's progress in achieving the initiatives and strategic vision identified in the SCIP. Further, this information will provide OEC with a clearer understanding of your State's capabilities, needs, and strategic direction for achieving interoperability statewide.

- **Part 1, "SCIP Implementation Update"** of the report is to be completed by the Statewide Interoperability Coordinator (SWIC) or Statewide Communication Interoperability Plan (SCIP) Point of Contact (POC). As required by Congress, States provide updates and changes to the status of their Statewide Interoperable Communications Plans in this section. Each State created a SCIP in 2007 and all have been regularly updated. The template sections match those required in the original SCIP, and extensive instructions were provided to the States to understand the requirements of these sections and assist in the development of their SCIPs. The initiatives within each report include milestones identified in the NECP which will be standardized, as well as State-specific efforts.
- **Part 2, "UASI Interoperability Communications Assessment,"** is to be completed by the designated UASI and submitted to the SWIC or SCIP POC. Goal 1 of the NECP states that by the end of 2010, 90% of DHS-designated Urban Areas will be able to demonstrate response-level communications during a routine event. To assess Goal 1, OEC has sent teams of evaluators to the 60 UASI cities to observe communications during a large-scale planned event. In addition to the event observation, this section of template will provide OEC with broader capability data across the lanes of the Interoperability Continuum which are key indicators of consistent success in response-level communications.
- **Part 3, "NECP Goal 2 Methodology,"** is to be completed by the SWIC or SCIP POC. This portion of the SCIP Implementation Report will help the State prepare for the assessment of NECP Goal 2 in 2011. In 2011, capability data (identical to the questions asked of UASIs in the 2010 report) and response-level performance data will be collected at the county/county-equivalent level to meet the NECP Goal 2 mandate of assessing response-level communications in "non-UASI" jurisdictions. Through this section of the template, OEC is asking for each State's methodology, which must address key issues such as: ensuring that all counties will be assessed; ensuring adequate local input; and ensuring completion by the September 30, 2011 deadline. OEC will validate the proposed approaches before States begin the data collection process in FY 2011.

## ***Part 1. SCIP Implementation Update***

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### ***State Overview***

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#### ***Overview of the State and its interoperability challenges:***

Arizona has a total area of approximately 113,000 square miles, which makes it the sixth largest State in the United States. There are two major desert environments: the lower desert and the high desert. Each desert has its own special set of requirements for equipment, protection, weather conditions, and environmental concerns. The major natural disasters that impact Arizona are fires and flooding.

Arizona is bordered by the States of New Mexico, Utah, Nevada, and California, and the country of Mexico. Arizona shares a 389 mile international border with Mexico that is mostly unregulated and unprotected. Major challenges exist in adequately patrolling the area due to the limited number of existing border patrol resources. Arizona has bi-national agreements with Mexico that outlines each party's mutual support role in times of emergency or disaster, and provides training and exercise opportunities.

The most economically important port in Arizona is Nogales. Nogales is one of the four primary ports of entry between the United States and Mexico. Almost \$19 billion in trade comes through this port annually, with 89 percent of all surface mode trade (e.g., truck, rail) between Arizona and Mexico passing through Nogales.

Arizona's critical infrastructure is focused around water, electricity, and telecommunications. The State has more than 400 dams, of which 130 are classified as requiring critical infrastructure protection. Hoover Dam, the largest freshwater reservoir in the United States, is a major component of the State's infrastructure because of the lakes, water supply, and hydroelectric production linked to its operation. It is also a major supplier of electric power to the western grid, which includes the States of Arizona, California, and Nevada.

The Palo Verde Nuclear Generating Station, the largest nuclear power generation facility in the United States, is on 4,000 acres of land and produces over 30,000 gigawatt-hours of electricity annually to serve approximately four million people in Phoenix, Arizona and Southern California. In addition, some of the Nation's largest defense industrial contractors have facilities located in Arizona.

Arizona's population is growing rapidly and Phoenix is one of the fastest-growing cities in the United States. Arizona is home to approximately 6.6 million people with the Phoenix metropolitan area (Maricopa County) having a population of approximately 4 million and Pima County having a population of approximately 1 million. These two counties represent approximately 75 percent of the State's population.

Arizona is home to 22 Federally-recognized tribes that occupy a combined landmass of approximately 25 percent (21 million acres) of the State's land. There is a significant amount of Federal land in Arizona occupying over 28 million acres, making it important to have Federal participation in the interoperable radio systems deployed in Arizona.

As of 2009, Arizona has approximately 512 first responder agencies, with 15 sheriff's departments, 149 police departments, 254 fire districts, 78 ground ambulance companies, and 16 licensed air ambulance companies.

### *Vision and Mission*

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#### *Overview of the interoperable communications vision and mission of the State:*

Arizona's SCIP initiatives have a timeframe of 1 to 8 years (2009 - 2017). Arizona's SCIP was completely re-written in 2009 and approved by its Statewide Interoperability Governing Body (SIGB) on January 19, 2010. (See the Governance section below.)

**Vision:** Arizona is pursuing a vision for statewide interoperability that will enable public safety and service agencies/organizations to have access to quality interoperable communication systems, to be adequately trained, and to utilize such systems effectively in multi-disciplinary, multi-jurisdictional incident response.

**Mission:** The mission for Arizona's SCIP is to advance public safety communications interoperability statewide. Elements and strategies presented in Arizona's SCIP support this ongoing mission.



## *Governance*

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### *Overview of the governance structure, practitioner-driven approaches, and funding:*

Arizona's governance is a multi-level structure established to oversee interoperable communication efforts within the State.

The Public Safety Interoperable Communications (PSIC) Office in the Government Information Technology Agency (GITA) is responsible for advancing interoperable communications in Arizona and supporting the Public Safety Communications Advisory Commission (PSCC or Commission) and Statewide Interoperability Executive Committee (SIEC or Committee) in performance of their missions.

PSCC (Arizona's SIGB) was organized in 2000 and established under Arizona State law in 2004. Arizona's PSCC is legislatively enabled as an advisory body for statewide interoperability efforts. PSCC consists of 15 governor-appointed members reflecting multi-disciplinary public safety and emergency management agencies including representatives from police, sheriff's office, fire, EMS, communications and State agencies. Appointments to the Commission are made so that the existing five federal emergency response regions in the State are as equally represented as possible. The GITA Director functions in the role of Chairman for PSCC. PSCC meets every other month to take actions in support of Arizona's SCIP and interoperability initiatives statewide.

SIEC is a sub-committee of PSCC and is responsible for technical and operational recommendations to PSCC. SIEC currently has authority over 700 megahertz (MHz), very high frequency (VHF), and ultra high frequency (UHF) interoperability frequencies. SIEC has five members: two SIEC Co-Chairs appointed by PSCC and three members selected by the SIEC Co-Chairs. SIEC encourages broad participation in working groups from the public safety community including State, local, tribal and non-governmental representatives. The SIEC Operational Workgroup evaluates and makes recommendations to SIEC on operational policies, standards and procedures, training, exercises and outreach as well as agreements between operational entities. The SIEC Technical Workgroup evaluates and makes recommendations on technical policies, standards and procedures, VHF, UHF and 700 MHz spectrum management, and utilization of the Communications Asset and Mapping (CASM) Tool.

Arizona established a full-time interoperability coordinator in November of 2008. The SWIC point of contact for Arizona is Lisa Dee Meyerson, Statewide Interoperability Coordinator & Manager of the Public Safety Interoperable Communications Office (PSIC), GITA.

The key priorities of the PSIC Office run by the Arizona SWIC are:

- **Arizona's Interoperability Representative** – Serve as Arizona's principal communications interoperability contact to State, federal, local, tribal and non-governmental agencies and organizations, and participate in key multi-state, regional,

border and demonstration initiatives with partners. Arizona actively participates in a number of federal, tribal and interstate partnerships, including the National Council of Statewide Interoperability Coordinators (NCSWIC) Regional Emergency Communications Coordination Working Group (RECCWG) and the Southwest Border Communications Working Group (SWBCWG).

- **Planning & Consulting** – Engage in planning of key statewide SCIP initiatives, consult with stakeholders regarding regional or State agency SCIP initiatives, seek out and utilize technical assistance (TA) from SAFECOM and expert consultants, perform project oversight, and provide assistance with grants and technical assistance.
- **Funding & Reporting** – Seek funding to ensure program sustainability, and report on performance measures to federal and State authorities.
- **Logistics & Operations** – Support Commission, Committee and Workgroup meetings, develop action plans, RFPs, RFQs, and other documentation to support operations.
- **Stakeholder Engagement & Interactions** - Engage public safety stakeholders statewide to share information, identify needs and resources, participate in training and exercise, and ensure that stakeholder feedback is reaching PSCC and SIEC.

The State Administrative Agency (SAA) for the State of Arizona is the Arizona Department of Homeland Security (AZDOHS), and the SWIC now serves on the Homeland Security Senior Advisory Committee (SAC). The SAC plays a critical role in homeland security efforts by working with AZDOHS to ensure coordination, collaboration and integration of homeland security preparedness initiatives across funding streams, disciplines, agencies, and all levels of government in Arizona, as well as offering advice in reference to homeland security issues. The SAC also provides expertise to AZDOHS to ensure homeland security initiatives leverage Federal Department of Homeland Security (DHS) resources in addition to other State, local and Tribal resources.

#### *Expand & Implement Interoperable Communications Governance Model & Plan (Strategic Initiative #1)*

For governance to be effective, it must be explicit, transparent and understandable. Arizona has made substantial progress strengthening its Governance Model and Plan. The State completed the National Governors Association (NGA) Policy Academy on Interoperable Communications Governance in 2008. Based on findings from the Policy Academy, PSIC utilized Federal DHS Office of Emergency Communications (OEC) technical assistance complete an assessment of the State's interoperable communications governance structure. An Assessment Report was presented to the PSCC Governance Workgroup at their August 12, 2009 meeting.

Additionally, the State conducted an analysis of PSCC General Policies and State statutes impacting its operations to develop recommendations for moving its governance structure forward. As a result of the Assessment Report and Policies analysis, was an Operating

Principles (charter) document which outlines how PSCC and SIEC operate subject to alignment with existing statutes was developed. This document was approved by SIEC in May 2010, and by PSCC in July 2010. These successive steps have led to model and plan implementation and improvements in Arizona's governance.

Further, at the February 2010 PSCC meeting, the Commission approved the first PSIC Office Plan. The plan was drafted to outline the activities and plans of the PSIC Office for the year and as a companion document to the updated Statewide Communications Interoperability Plan (SCIP) approved in January 2010 by the Commission. The PSIC Office Plan is posted on the PSIC website.

All of these statewide governance improvements have resulted in progress in all other areas of interoperability activity as outlined in the sections below: Standard Operating Procedures (SOPs), Technology, Training and Exercises and Usage.

The PSIC Office worked with federal technical assistance personnel to perform a Regional Governance Structures Assessment with Pima County Wireless Integrated Network (PCWIN) stakeholders. Once fully developed, PCWIN will be the second largest regional interoperable communications system in Arizona. As PCWIN is moving closer to its operational phase, new governance issues are arising.

The PCWIN Governance Structures Assessment involved a set of meetings in Pima County with multiple stakeholders with the goal of evaluating existing interoperability governance structures and documents for PCWIN and identifying governance issues that need resolution. These meetings brought together members of local governance committees, appointed and elected officials, and communications and public safety staff. The draft results of the assessment were presented to Pima County in June 2010 and will be finalized in the fall of 2010.

The PSIC Office worked to advance regional communications interoperability governance planning in other regions as well. PSIC worked with two of Arizona's border counties, Cochise and Santa Cruz, to identify the regions' top interoperability priorities. The PSIC Office worked with local stakeholders and Federal DHS OEC technical experts to draft a Regional Interoperable Communications Plan (RICP) for each county. The RICP is a strategic plan establishing a regional vision for the future state of local emergency communications. Additionally, it sets regional goals and priorities for addressing deficiencies in the region's emergency communications structure, and provides recommendations and milestones for emergency response providers and relevant government officials to improve their communications capabilities. All day meetings were conducted in March 2010, with the findings presented and discussed in meetings in late May 2010. The draft RICPs were presented to county stakeholders in June 2010. The PSIC Office will follow up with local stakeholders to evolve more detailed plans for inclusion in these RICPs going forward.



*Conduct an annual SCIP review to update the plan (Strategic Objective #1.1)*

A thorough revision of the SCIP was conducted based on changes to our key strategic initiatives and new requirements that each State align its SCIP with the National Emergency Communication Plan (NECP) (issued after our initial SCIP was developed).

After several public meetings and comment periods, the PSIC Office, under the guidance of PSCC and with support from public safety stakeholders statewide, completely rewrote the SCIP including:

- Revision of SCIP Initiatives and Objectives
- Revisions to update and connect Goals and Objectives to Strategic Initiatives
- A clearer summarization of the current state of communications interoperability in Arizona, regionally and statewide
- Update/streamlining of language and reorganization of sections to minimize redundancy
- Removal of outdated and inaccurate content
- Relocation of background material and data tables to Appendices
- Updates including regional system advancements and the transfer of PSIC to GITA
- Documentation of the updated organizational structure of PSIC, PSCC and SIEC
- Documentation of SCIP alignment with the NECP

PSCC approved the completely re-written SCIP in an open public meeting on January 19, 2010. The revised SCIP's Strategic Initiatives and Supporting Objectives can be found in Appendix A.

*Develop TICPs and utilization of CASM (Strategic Objective #1.2)*

The three largest regional systems in Arizona – Phoenix UASI, Tucson UASI and Yuma County – now all have completed Tactical Interoperable Communications Plans (TICPs).

In May 2009, the Yuma County Region conducted a successful communications specific Tabletop Exercise (OP-TTX) supported by the Federal DHS OEC Interoperable Communications Technical Assistance Program (ICTAP). The discussion-based exercise focused on existing plans, policies, mutual aid agreements and procedures used while emphasizing communications capabilities and identifying gaps. Based on the findings from the Tabletop Exercise, and through a Federal Technical Assistance grant secured by PSIC, the TICP for the Yuma region was completed in October 2009.

PSIC will continue to support local jurisdictions in development of TICPs and utilization of the Communications Asset Survey and Mapping (CASM) tool through a project funded by an Interoperability Emergency Communications Grant Program (IECGP) grant from Federal DHS.

**Governance Initiatives**

*The following table outlines the strategic governance initiatives, gaps, owners, and milestone dates Arizona outlined in its SCIP to improve interoperable communications.*

Initiative	Gap	Owner	Milestone Date	Status
<b>NECP Initiatives</b>				
<i>Establish a full-time statewide interoperability coordinator or equivalent position.</i>	None	PSIC Office	2008	Complete
<i>Incorporate the recommended membership into the Statewide Interoperability Governing Body (SIGB).</i>	None	PSIC Office PSCC	2004	Complete
<i>Establish the SIGB via legislation or executive order.</i>	None	PSIC Office PSCC	2004	Complete
<b>Additional State Initiatives</b>				
<i>#1 Expand &amp; Implement Interoperable Communications Governance Model &amp; Plan</i>	Governance model & plans requires revisions and expansion	PSIC Office	2011	In Progress

Supportive Objectives	Gap	Owner	Milestone Date	Status
<i>1.1. Conduct an annual SCIP review to update the plan.</i>	None	PSIC Office	Annual	Complete
<i>1.2. Develop TICPs and utilization of CASM.</i>	Need to formalize and manage plans and assets	Regional Partners with Support from PSIC Office	2011	In Progress

## *Standard Operating Procedures*

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### *Overview of the shared interoperable communications-focused SOPs*

PSCC is legislatively charged with providing recommendations to the PSIC Office on the development of standards based systems that provide interoperability between public safety and service agencies/organizations statewide. PSIC is therefore the body tasked with development of statewide SOPs. Because the PSIC Office is managed by the Arizona SWIC, the development of the SOPs is well aligned and prioritized with other statewide initiatives.

Several entities in the public safety interoperable communications governance structure play a role in the development of statewide SOPs. The Technical and Operational Workgroups of SIEC provide state and local practitioners throughout Arizona who contribute practical input and guidance. Statewide SOPs are discussed in public meeting forums and stakeholder feedback is incorporated throughout the development process. Arizona's stakeholder engagement program managed by the PSIC Office creates awareness of the development work and assists with efforts to publicize and provide education regarding the SOPs. Agencies included in the development of each SOP vary, but the agencies expected to comply with each SOP are signatory to that SOP either directly or through associated Memorandums of Understanding (MOUs).

AZDOHS has oversight responsibilities to ensure State plans are National Incident Management System (NIMS) compliant. Every jurisdiction in Arizona, either by ordinance or by order of the county executive, has implemented procedures to obtain and maintain NIMS and Incident Command System (ICS) compliance. An appointed NIMS compliance officer in each public safety agency is responsible for ensuring that SOPs and MOUs comply with NIMS and the National Response Plan.

AZDOHS and the Department of Emergency and Military Affairs (AZDEMA) assist local and tribal governments regarding NIMS compliance through regularly scheduled NIMS training courses and outreach programs.

Documents for coordination of statewide interoperable communications include (1) the Arizona Interagency Radio System (AIRS) SOP, which provides guidance for the use of interoperability channels, and (2) the Arizona SIEC VHF and UHF Minimum Equipment Standards, which detail minimum channel capacity, channel display, frequency range, narrowband capability, and Project 25 (P25) capability.

### *Establish a PSP Framework, & Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions (Strategic Initiative #4)*

PSIC began planning and research on development of a Policies, Standards, and Procedures (PSP) Framework for Interoperable Communications in Arizona. Currently, this PSP framework does not exist. Some statewide interoperable communications solutions exist and others are being planned, but Arizona has not developed or implemented consistent SOPs regarding the

use of these solutions, or developed templates to ensure that future SOPs are developed in a consistent manner. PSIC will establish a reliable PSP framework that enables stakeholders to implement interoperability projects consistently across the state. This project is funded by a Federal DHS Interoperable Emergency Communications Grant.

In February 2010, PSCC approved the AIRS SOP. AIRS supports VHF, UHF, and 800 MHz frequencies used throughout the State with a cross-band repeater configuration that allows communication between bands. This SOP will help improve the effective use of AIRS in support of interoperability.

SIEC, with the assistance of PSIC staff, also worked toward the development of an Interoperability Channel Usage Plan. SIEC established a standardized nomenclature and radio programming guidelines for the AIRS and National interoperable channels. The SIEC Workgroup (staffed by PSIC) is planning to develop additional standards as well as procedures outlining how SIEC and the Regional Planning Committee (RPC) (responsible for 800 MHz channel planning) will interface.

### SOP Initiatives

*The following table outlines the SOP strategic initiatives, gaps, owners, and milestone dates Arizona outlined in its SCIP to improve interoperable communications.*

Initiative	Gap	Owner	Milestone Date	Status
<b>NECP Initiatives</b>				
<i>Tactical planning among Federal, State, local, and tribal governments occurs at the regional interstate level.</i>	Need to formalize and manage plans and assets	Regional Partners with Support from PSIC Office	2011	In Progress
<i>All Federal, State, local and tribal emergency response providers within UASI jurisdictions implement the Communications and Information Management section of the National Incident Management System (NIMS).</i>	None	Federal, State, local and tribe emergency response providers	2007	Complete
<i>Incorporate the use of existing nationwide interoperability channels into SOPs.</i>	SOPs should document the nationwide interoperability channels	PSIC Office SIEC	2011	In Progress
<i>Update SCIP to reflect plans to eliminate coded substitutions throughout the Incident Command System (ICS).</i>	None	PSIC Office PSCC	2010	Complete
<i>Define alternate/backup capabilities in emergency communications plans.</i>	Communications is an integral part of the State's emergency planning	PSIC Office Regional Partners	2011	In Progress
<b>Additional State Initiatives</b>				
<b>#4 Establish a PSP Framework, &amp; Implement PSPs, Including SOPs, for</b>	Statewide standardization is	PSIC Office	2011	In Progress

Initiative	Gap	Owner	Milestone Date	Status
<i>Statewide Interoperable Communications Solution</i>	needed for interoperable communications solutions			

## *Technology*

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### *Overview of the technology approaches, current capabilities, and planned systems:*

Arizona operates on multiple local, regional, and State shared land mobile radio (LMR) systems.

- The larger metropolitan areas have migrated to or are in the process of migrating to 700/800 MHz trunked P25 systems.
- State agencies operate mostly in the VHF radio band, with some in UHF and 800 MHz.
- The majority of LMR systems serving the more rural areas of the State are conventional VHF or UHF systems.

Most counties also have gateway units, either mobile or at communications centers where dispatching occurs. Police and fire agencies have caches of radios to exchange during special operations, large wildfires, or task force operations.

Arizona conducted a statewide Target Capabilities Assessment (TCA) through AZDOHS. The TCA, in conjunction with annual updates, will provide an analysis of the State's communications capabilities as well as many other target capabilities, to identify gaps in the State's ability to prevent, respond to and recover from hazards (terrorism and man-made), and assess needs to address those gaps. The TCA will also help target future funding and projects in support of interoperability to ensure PSIC and AZDOHS are leveraging grant funds in the most efficient and effective ways to make the biggest impact.

### *Complete AIRS by Deploying Remaining AIRS Suites (Strategic Initiative #5)*

Arizona's short-term interoperability strategy includes expansion of AIRS coverage to provide a basic level of interoperability through National and State interoperability channels. AIRS is a suite of full-time, cross-banded mutual aid channels designed to provide interoperable communications to public safety and service agencies as well as other personnel of federal, state, local, tribal, agencies and approved NGOs performing public safety activities. AIRS supports VHF, UHF, and 800 MHz frequencies used throughout the State. Interoperability capabilities vary from agency to agency and county to county; however, most jurisdictions have AIRS channels programmed in their radios.

AIRS suites are currently installed in 33 sites throughout Arizona. The Arizona Department of Public Safety's Wireless Systems Bureau (DPS/WSB) is working with the Lake Havasu Sheriff's office regarding the installation of an additional AIRS suite at the Black Metal site. This effort was approved by SIEC. This site will serve La Paz County, which is the only county without an AIRS suite.

SIEC also approved a request by the Arizona State Forestry Division to add AIRS into the Forestry Division's AZ Interagency Dispatch Center (AIDC). This allows the Forestry Division,



which operates on the VHF spectrum, to coordinate resources statewide from their dispatch center and communicate with DPS and other agencies on UHF and 800 MHz frequencies, allowing for increased interoperability capabilities during multi-jurisdictional, multi-agency response, recovery, and mitigation efforts.

*Implement, Enhance, & Promote Functional Regional Systems in Support of Interoperable Communications (Strategic Initiative #6)*

PSIC worked closely with regional/local partners around the State, to further regional interoperability planning. PSCC and SIEC received detailed updates from the Phoenix Fire Department (regarding their 800 MHz Transition), Regional Wireless Cooperative (RWC) in Maricopa County, PCWIN, Prescott Regional Communications Center, Guardian Medical Transport, and the Yuma Regional Communications System (YRCS). PSCC was briefed on the results of the NECP Goal 1 assessment by the Phoenix and Tucson UASIs as well. In addition, PSIC supported development of RICPs for Cochise and Santa Cruz counties. (See the Governance section above.)

The Colorado River Indian Tribe (CRIT) makes up approximately 60% of La Paz County, and extends beyond the Arizona Border into California. Currently CRIT operates on a legacy UHF system that is beyond end of life. Through the work of AZDOHS and PSIC, OEC technical assistance was brought to CRIT. The TA results included projected coverage and costs and enabled CRIT to apply for funding under the Tribal Homeland Security Grant Program (THSGP). CRIT was awarded almost \$1 million dollars through THSGP. These activities have catapulted the communications planning for the entire county supported by PSIC.

PSIC supported AZDOHS and local agencies in Cochise, Santa Cruz, and Yuma counties in the submission of applications to OEC for the Border Interoperability Demonstration Project (BIDP). BIDP is a \$30 million grant program which will provide funding and technical assistance to U.S. communities located on the international borders with Canada and Mexico to develop ways to improve interoperable emergency communications.

*Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology (Strategic Initiative #7)*

In order to support proposed communications-related technical initiatives, the State microwave system is being upgraded from analog to digital, subject to funding availability. This upgrade, being conducted by DPS/WSB, is critical to statewide communications interoperability in Arizona. Many local agencies utilize the microwave infrastructure from the State to support their operability and interoperability needs. This past year DPS/WSB completed activation of the three remaining digital microwave paths in the Southern Loop and is making progress on build-out of the Western Loop.

*Implement the State STR (Strategic Initiative #8)*

Arizona officials consider continuity of government as its prime directive for the strategic technology reserve (STR), with augmentation of the current reserves that are deployed throughout Arizona. Five mobile communications vehicles are placed in strategic locations around the State to ensure the shortest response times. When deployed, the vehicles are staffed by NIMS-qualified communications personnel. From the time a call is placed to the time the asset is deployed on location is generally within three hours.

Public Safety Interoperable Communications grants have been used to enhance existing STR assets to improve continuity of government, EOC communications and regional communications. These assets include Smart Tactical Advanced Communications System (STACS) units, sat phones/radios, communication trailers, AIRS suites, ruggedized laptops, and additional equipment for county Emergency Operations Centers (EOCs). ADEM has also proposed purchasing Tri-Band radios with remaining funds, a technology that was not available when the STR project began.

*Upgrade Operable Communication Systems for State Agencies in Support of Interoperable Communications (Strategic Initiative #9)*

In 2006, DPS (on behalf of PSCC) commissioned a Radio System Conceptual Design Report which was completed and delivered on April 23, 2008. The Report calls for “a statewide trunked radio system based on Project 25 (P25) standards, which will provide operability and interoperability for state and local agencies. The (proposed) system is also able to use a high-level network interface to enable interoperability with other systems.” In 2008, a successful demonstration project, funded through federal Department of Homeland Security grants, demonstrated console patch and inter-system connectivity as potential solutions to meet the interoperable communications needs of the State. This past year, Arizona has built on this previous work by forming the State Agency Communications User Group, led by DPS/WSB. This group is responsible for advancing collective plans for operable and interoperable solutions for State agencies using the Conceptual Design model. Additionally, the WSB briefed PSCC on plans to enhance State agency public safety interoperability through a partnership between YRCS, DPS, and the Arizona Department of Transportation (ADOT).

**Major Systems**

*The following tables list the major systems in Arizona and include those used for solely interoperable communications, large regional systems specifically designed to provide interoperability solutions, and large wireless data networks.*

Shared Statewide System Name	Description	Status
AIRS	VHF, UHF, 800 MHz Conventional	Existing and being enhanced

State System Name	Description	Status
DPS Microwave Backbone Infrastructure	Analog technology; moving to digital; Southern Loop complete; Western Loop in process	Existing and being enhanced
700 MHz System for State agencies (with possible usage by others)	P25 700 MHz digital trunked	Planned, subject to funding
Arizona Game & Fish, Arizona State Land, Arizona State Parks, Arizona Departments of Corrections, Agriculture and Juvenile Corrections	VHF conventional	Existing
Department of Public Safety	UHF conventional	Existing
Department of Transportation	VHF conventional, 800 MHz trunked	Existing
DEMA Radio Network (DRN)	VHF conventional	Existing
EMSCOM, Veterans Memorial Coliseum, Shared Government Operations	UHF conventional	Existing

Regional System Name	Description	Status
Regional Wireless Cooperative (RWC) – City of Phoenix (Administrative Manager).	700 & 800 MHz P25, simulcast trunked	Existing
TOPAZ Regional Wireless Cooperative (TRWC) – The City of Mesa (Administrative Manager).	700 & 800 MHz P25, simulcast trunked	Existing
Pima County Wireless Integrated Network (PCWIN).	800 MHz P25, simulcast trunked	In development; Expected completion 2013
Yuma Regional Communications System (YRCS).	800 MHz, P25 trunked	Existing and being enhanced
Central Arizona Project	800 MHz trunked	Existing
Salt River Project	VHF conventional, UHF conventional, 800 MHz trunked	Existing
Arizona Public Service	800 MHz trunked	Existing
Northern Arizona University and City of Flagstaff	800 MHz trunked	Existing
Phoenix Fire Regional Dispatch	VHF conventional; 800 MHz trunked in process	Existing
Prescott regional communications	VHF conventional	Existing
Sedona fire regional	VHF conventional	Existing

**Technology Initiatives**

*The following table outlines the technology strategic initiatives, gaps, owners, and milestone dates Arizona outlined in its SCIP to improve interoperable communications.*

Initiative	Gap	Owner	Milestone Date	Status
<b>NECP Initiatives</b>				
<i>Program nationwide interoperability channels into all existing emergency responder radios.</i>	Existing radios lack programming of nationwide interoperability channels	Regional Partners	2011	In Progress
<b>Additional State Initiatives</b>				
<i>#5 complete AIRS by Deploying Remaining AIRS Suites</i>	Additional installations & enhancements req'd to provide statewide coverage	DPS/WBS	2011	In Progress
<i>#6 Implement, Enhance, &amp; Promote Functional Regional Systems in Support of Interoperable Communications</i>	Lack of or inadequate connectivity between systems hinders interoperability	Regional Partners	Long term	In Progress
<i>#7 Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology</i>	Digital backbone req'd for AZ to implement modern, standards-based, interoperable radio system	DPS/WBS	2017	In Progress
<i>#8 Implement the State STR</i>	Augmentation of current reserves to support continuity of Government	ADEM	2010	In Progress
<i>#9 Upgrade Operable Communication Systems for State Agencies in Support of Interoperable Communications</i>	Existing LMR systems for AZ State agencies nearing end-of-life	DPS/WBS	Long-term	In Progress

Supportive Objectives	Gap	Owner	Milestone Date	Status
6.1. Complete the Microwave Southern Loop Digital Upgrade	Connectivity and digital capability for systems in key area of the State	DPS/WSB	2009	Complete
6.2. Complete the Microwave Western Loop Digital Upgrade	Connectivity and digital capability for systems in second-most populated area of the State	DPS/WSB	2012, subject to State funding	In Progress

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## *Training and Exercises*

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### *Overview of the diversity, frequency, and inter-agency coordination of training and exercises:*

The first type of training in Arizona occurs at the local jurisdictional and discipline level and covers job basics, roles, and responsibilities. Additionally, each year local governments conduct their own training and exercise programs, which are generally multi-disciplinary and inter-jurisdictional within a county.

The second type of training and exercise program is conducted on a statewide level. ADEM within the Arizona Department of Emergency and Military Affairs (DEMA) has an extensive training and exercise program, with schedules posted on its website. ADEM actively recruits participants in its training classes by contacting local government emergency managers. The State offers a large number of classes to local emergency responders that are multi-disciplinary, multi-jurisdictional, and include Federal, State, local, and tribal entities.

## **Training**

There are formal State training programs and train-the-trainer classes in the Homeland Security Exercise and Evaluation Program (HSEEP) process. ADEM has an outreach program for training and exercises, and offers FEMA Emergency Management Institute (EMI) programs, which include:

- ICS
- NIMS
- Professional Development Series
- Advanced Professional Series

The ADEM training program is designed to instruct emergency responders in NIMS and ICS. The Arizona State Land Department teaches and provides credentials for Communications Unit Leader (COML) and Communications Unit Technician (COMT) classes through the National Wildfire Coordinating Group (NWCG).

### *Develop & Implement a Training Plan to Address Interoperable Communications (Strategic Initiative #10)*

PSIC developed a consolidated statewide high-level action plan, included in its updated SCIP, for implementing a multi-year interoperable communications focused regional Training and Exercise Plan (TEP). Additionally, a grant application was submitted by the State as part of the federal 2010 IECGP to hire a statewide Training and Exercise Coordinator.

*Develop and implement AIRS Training (Strategic Objective #10.3)*

PSIC continued development of AIRS training materials, funded by the federal IECGP. AIRS has been underutilized for two reasons, a lack of standard operating principles documented for its use, and a lack of training available on its use. Following development and approval of the AIRS SOP (see the SOP section above), PSIC and the Phoenix Fire Department produced an 11 minute AIRS training video. Additionally, a Peace Officer Standards and Training (POST) formatted lesson plan was developed, along with a sticker showing regional channel assignments to be inserted into the National Interoperability Field Operations Guide (NIFOG) or placed on clipboards, dashboards, or dispatch consoles. Training roll-out plans have also been developed and presented to PSCC for concurrence.

*Implement COML training program (Strategic Objective #10.4)*

The PSIC Office, in conjunction with local jurisdictions, provided six OEC Communications Unit Leader (COML) training sessions statewide during 2009. Furthermore, Arizona developed a formal COML program to provide additional training and credentialing for public safety professionals. The Arizona Regional COML Recognition Program was developed by SIEC Communication Unit working group staffed and supported by PSIC. After a public review period, SIEC approved the process on May 18, 2010. The Arizona Regional COML Recognition Program was approved by PSCC on July 20, 2010 and is now being implemented. One of the nationwide train-the-trainer All Hazards COML instructors is a member of Arizona's PSCC.

**Exercises**

Local, regional, and State entities across Arizona conduct public safety exercises to assess the effectiveness of training programs, demonstrate required job skills, practice coordinating with response partners, and test equipment, processes, and/or procedures. Exercises are conducted with other levels of government and regularly include After Action Reports and Improvement Plans.

*Develop & Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications. (Strategic Initiative #11)*

PSIC developed a consolidated statewide high-level action plan, included in its updated SCIP, for implementing a multi-year interoperable communications focused regional Training and Exercise Plan (TEP). Additionally, a grant application was submitted by the State as part of the federal 2010 IECGP to hire a statewide Training and Exercise Coordinator.



**Training and Exercises Initiatives**

*The following table outlines the training and exercises strategic initiatives, gaps, owners, and milestone dates Arizona outlined in its SCIP to improve interoperable communications.*

Initiative	Gap	Owner	Milestone Date	Status
<b>NECP Initiatives</b>				
<i>Incorporate the use of existing nationwide interoperability channels into training and exercises.</i>	Training and exercises are an ongoing activity of ADEM and local emergency managers	Federal, State, local and tribal emergency response providers	2011	In Progress
<i>Complete disaster communications training and exercises.</i>	Disaster communications training and exercise is an ongoing activity of ADEM and local emergency managers	ADEM	2011	In Progress
<b>Additional State Initiatives</b>				
<i>#10 Develop &amp; Implement a Training Plan to Address Interoperable Communications</i>	AZ must coordinate comm. focused training statewide to ensure appropriate users maintain critical interop. comm. competencies	PSIC Office Regional Partners	2011	In Progress
<i>#11 Develop &amp; Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications.</i>	Training & Exercise Plan must incorporate interoperable communications needs & capabilities	PSIC Office	2012	In Progress

Supportive Objectives	Gap	Owner	Milestone Date	Status
10.3. Develop and implement AIRS Training.	Expand usage of AIRS	PSCC	2010	In Progress
10.4. Implement COML training program.	Expand availability of COML training and formalize training program	PSIC Office	2010	In Progress

## *Usage*

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### *Overview of the testing of equipment and promotion of interoperability solutions:*

The concept of interoperability is promoted by PSIC through an evolving statewide outreach program, open public meetings, as well as a user-friendly website and regular communications to interested parties. Local governments rely on interoperable equipment for day-to-day situations and emergencies.

Equipment testing is done with Federal, State, and local agencies and failures are found through usage. Testing is not done on a regular basis; rather, equipment is usually evaluated during roll call or through drills and exercises.

Arizona does not use a common, statewide radio system with the exception of AIRS. AIRS is generally used for localized emergency incidents rather than regional interoperability; however its use is expected to increase as availability increases. Mutual aid frequencies, on which AIRS operates, are usually not used for pre-planned events.

The State encourages and coordinates collaborative efforts and identifies and helps address State, regional, and local barriers to advancing interoperability solutions and usage. PSIC outreach activities include: stakeholder engagement; information sharing; identification of needs and resources; and participation in training and exercises. The benefits and value of PSIC outreach efforts are being realized through increased involvement in Workgroups, and PSIC is actively being sought out for involvement in meetings and to provide help and support for events statewide.

Arizona has developed partnerships with members of PSCC, SIEC and Workgroups as well as agency public information officers, communication managers, regional communication centers and emergency managers. These partnerships have allowed the State to leverage the knowledge and expertise of many people, to be able to share interoperable communication information with their constituencies, and at the same time bring back information to PSCC, SIEC and the PSIC Office for consideration.

To plan and prepare for the federal NECP Goal 1 assessments, PSIC staff worked closely with the Tucson and Phoenix UASIs during early 2010. OEC selected the Davis Monthan Air Show (March 20-21, 2010) in Tucson, and the Subway Fresh Fit 500 NASCAR event (April 8-10, 2010) in Phoenix as the events to assess UASI performance in meeting NECP Goal One. PSIC staff participated throughout both events to ensure their success.

Strategic planning efforts for the subsequent assessment of NECP Goal 2, resulted in the development of a methodology for Arizona communities to demonstrate NECP Goal Two compliance. (See the NECP Goal 2 Methodology section below.)

*Create and Implement an Education and Outreach Plan in Support of Interoperable Communications (Strategic Initiative #12)*

In April 2010, PSIC began development of a statewide Education and Outreach Plan in support of interoperable communications. The PSIC Office, in conjunction with OEC, held an Outreach Session as part of its April 13, 2010 Statewide Stakeholder Communications Interoperability Workshop. Key policy areas briefed during the workshop included an OEC Overview, Preparing to Prove Compliance with National Emergency Communications Goals by 2011, Meeting the FCC Narrowbanding Requirements by 2013, Arizona's Interoperability Goals & SCIP Initiatives, Regional Planning, Arizona Interagency Radio System (AIRS), CASM / TICP, and opportunities for involvement to advance interoperable communications in Arizona. Following presentations, attendees participated in breakout sessions designed to identify key local stakeholders and priorities for outreach relevant to these key policy areas. The information gathered during the breakout sessions will serve as the basis for development of outreach strategies, methods for encouraging collaboration and tools to educate policy makers and practitioners to be included in the Statewide Education and Outreach Plan.

Over the past year, the State held Stakeholder Regional Road Shows with regions interested in regional interoperability planning. Items discussed included updated information on interoperable communications projects and resources available for advancing interoperability efforts. Additional activities included collaboration with technology experts, organization leaders and first responders, outreach regarding upcoming FCC Narrowbanding and NECP requirements, Federal Grant opportunities, PSCC/SIEC stakeholder recruitment and support, as well as many other local, regional, and national meetings.

**Usage Initiatives**

*The following table outlines the usage strategic initiatives, gaps, owners, and milestone dates Arizona outlined in its SCIP to improve interoperable communications.*

Initiative	Gap	Owner	Milestone Date	Status
#12 Create and Implement an Education and Outreach Plan in Support of Interoperable Communications.	In a vast state with many remote arrears & critical public safety needs to address, it is difficult for all stakeholders to stay informed regarding critical public safety interoperable communications issues.	PSIC Office	2010	In Progress

## *National Emergency Communications Plan Goals*

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The National Emergency Communications Plan (NECP) established a national vision for the future state of emergency communications. The desired future state is that emergency responders can communicate as needed, on demand, and as authorized at all levels of government across all disciplines. To measure progress towards this vision, three strategic goals were established:

*Goal 1—By 2010, 90 percent of all high-risk urban areas designated with the Urban Area Security Initiative (UASI)<sup>1</sup> are able to demonstrate response-level emergency communications<sup>2</sup> within one hour for routine events involving multiple jurisdictions and agencies.*

*Goal 2—By 2011, 75 percent of non-UASI jurisdictions are able to demonstrate response-level emergency communications within one hour for routine events involving multiple jurisdictions and agencies.*

*Goal 3—By 2013, 75 percent of all jurisdictions are able to demonstrate response level emergency communications within three hours, in the event of a significant incident as outlines in national planning scenarios.*

As part of the Goal 1 implementation process, OEC required UASIs to demonstrate response-level emergency communications during a planned event. Additionally, as part of the State's SCIP Implementation Report update in 2010, OEC is requiring information on UASIs' current capabilities. The capability questions are presented in Part II. UASIs must complete and submit responses on the capability questions to the SWIC or SCIP POC. The data generated from these questions will assist OEC in its analysis of Goal 1 performance and in identifying national trends in urban area communications. Similarly, to prepare for Goal 2 implementation in 2011, States are being asked to develop a methodology for collecting capability and performance data Statewide (please see Part III).

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<sup>1</sup> As identified in FY08 Homeland Security Grant Program

<sup>2</sup> Response-level emergency communication refers to the capacity of individuals with primary operational leadership responsibility to manage resources and make timely decisions during an incident involving multiple agencies, without technical or procedural communications impediments.

***Part 2. UASI Communications Interoperability Capabilities Assessment Grid***

Lane	Question	Answer	
		Phoenix UASI	Tucson UASI
<b>Question 1: (Governance)</b>	Urban area decision-making groups are informal, and do not yet have a strategic plan in place to guide collective communications interoperability goals and funding.	<input type="checkbox"/>	<input type="checkbox"/>
	Some <i>formal</i> agreements exist and <i>informal</i> agreements are in practice among members of an Urban Area decision making group; Urban Area strategic and budget planning processes are beginning to be put in place.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Formal agreements outline the roles and responsibilities of an Urban Area decision making group, which has an agreed upon strategic plan that addresses sustainable funding for collective, regional interoperable communications needs.	<input type="checkbox"/>	<input type="checkbox"/>
	Urban Area decision making bodies proactively look to expand membership to ensure representation from broad public support disciplines and other levels of government, while updating their agreements and strategic plan on a regular basis.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Question 2: (SOPs)</b>	Urban Area interoperable communications SOPs are not developed or have not been formalized and disseminated.	<input type="checkbox"/>	<input type="checkbox"/>
	Some interoperable communications SOPs exist within the urban areas and steps have been taken to institute these interoperability procedures among some agencies.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Interoperable communications SOPs are formalized and in use by all agencies within the Urban Area. Despite minor issues, SOPs are successfully used during responses and/or exercise(s).	<input type="checkbox"/>	<input type="checkbox"/>
	Interoperable communications SOPs within the Urban Area are formalized and regularly reviewed. Additionally, National Incident Management System (NIMS) procedures are well established among all agencies and disciplines. All needed procedures are effectively utilized during responses and/or exercise(s).	<input type="checkbox"/>	<input type="checkbox"/>
<b>Questions 3: (Technology)</b>	Interoperability within the urban area is primarily achieved through the use of gateways (mobile/fixed gateway, console patch) or use of a radio cache.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Interoperability within the Urban Area is primarily achieved through the use of shared channels or talkgroups.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Interoperability within the Urban Area is primarily achieved through the use of a proprietary shared system.	<input type="checkbox"/>	<input type="checkbox"/>
	Interoperability within the Urban Area is primarily achieved through the use of a standards-based shared system (e.g., Project 25).	<input type="checkbox"/>	<input type="checkbox"/>

Lane	Question	Answer	
		Phoenix UASI	Tucson UASI
<b>Questions 4: (Technology)</b>	What frequency band(s) do public safety agencies within the urban area currently utilize? (e.g., VHF-Low Band, VHF-High Band, UHF 450-470, UHF "T-Band" 470-512, UHF 700, UHF 800, UHF 700/800)	VHF-Low Band, VHF-High Band, UHF 450-470, UHF 700, UHF 800, UHF 700/800	VHF-High Band, UHF 450-470, UHF 800
<b>Question 5: (Training &amp; Exercise)</b>	Urban Area public safety agencies participate in communications interoperability workshops, but no formal training or exercises are focused on emergency communications.	<input type="checkbox"/>	<input type="checkbox"/>
	Some public safety agencies within the Urban Area hold communications interoperability training on equipment and conduct exercises, although not on a regular cycle.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Public safety agencies within the Urban Area participate in equipment and SOP training for communications interoperability and hold exercises on a regular schedule.	<input type="checkbox"/>	<input type="checkbox"/>
	Urban Area public safety agencies regularly conduct training and exercises with a communications interoperability curriculum addressing equipment and SOPs that is modified as needed to address the changing operational environment.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Questions 6: (Usage)</b>	First responders in the Urban Area seldom use interoperability solutions unless advanced planning is possible (e.g., special event).	<input type="checkbox"/>	<input type="checkbox"/>
	First responders in the Urban Area use interoperability solutions regularly for emergency events, and in a limited fashion for day-to-day communications.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	First responders in the Urban Area use interoperability solutions regularly and easily for all day-to-day, task force, and mutual aid events.	<input type="checkbox"/>	<input type="checkbox"/>
	Regular use of interoperability solutions for all day-to-day and out-of-the-ordinary events in the Urban Area on demand, in real time, when needed, as authorized.	<input type="checkbox"/>	<input type="checkbox"/>
<b>Questions 7: (Usage)</b>	What percentage of the time do you use the following communications technologies during emergency responses?		
	Cell Service	100%	100%
	Sat phone	10%	10%
	Broadband Mobile Data	100%	100%



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### ***Part 3. NECP Goal 2 Methodology***

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#### ***Documenting NECP Goal Two Capabilities***

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Arizona's SIGB (PSCC) approved the Arizona Approach for Assessing Non-UASI Counties Progress toward Meeting NECP Goal 2 Methodology ("Arizona's Goal Two Methodology") on July 20, 2010. As stated in Arizona's Goal Two Methodology, the NECP required capabilities data will be collected as part of the annual Target Capabilities Assessment (TCA) update conducted by AZDOHS. The use of this existing structure will reduce the reporting burden on local agencies. Using the 2010 TCA will also allow Arizona to get a head start on documenting capabilities.

The Public Safety Interoperable Communications Office (PSIC) will extract the county level capabilities data from the communications portion of the TCA for inclusion in the 2011 Annual SCIP Implementation Report. PSCC will review and approve the final capabilities reports for inclusion in that report.

**The following timeline has been developed:** (*Updated Estimates, subject to change*)

- July - September 2010: TCA Data Collection
- November 2010: Arizona approach documented in 2010 SCIP Implementation Report and submitted to OEC
- December 2010: Final TCA Report Issued
- December 2010 – February 2011: PSIC Office extracts county level interoperable communications capability data from TCA
- December 2010: OEC publishes final capabilities reporting tool and PSIC Office determines if additional capabilities need to be documented
- February – April 2011: Additional capability data collected (only if needed)
- September 2011: PSCC reviews and approves capability data for inclusion in 2011 SCIP Implementation Report
- September 2011: Capabilities data included in 2011 SCIP Implementation Report submitted to OEC

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***Demonstrating NECP Goal Two Performance***

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Arizona's SIGB (PSCC) approved the Arizona Approach for Assessing Non-UASI Counties Progress toward Meeting NECP Goal 2 Methodology ("Arizona's Goal Two Methodology") on July 20, 2010. As stated in Arizona's Goal Two Methodology, NECP Goal Two performance will be assessed on a county by county basis in Arizona. Each Non-UASI county will submit 2 or 3 possible planned events that could be used to assess their performance. The PSIC Office will review and publish a list of events to be assessed statewide (one per county). A Point of Contact (POC) for each non-UASI county will be designated by the county to coordinate local performance measurement efforts.

The PSIC Office will help counties with pre-planning for the selected events and exercises. The PSIC Office will observe and/or help with the selected events. As part of the after action process, a session will be conducted by the PSIC Office with local staff to complete the OEC performance reporting tool. PSCC will review and approve final performance reports for inclusion in the 2011 SCIP Implementation Report.

**The following timeline has been developed:** (*Updated Estimates, subject to change*)

- November 2010: Arizona approach documented in 2010 SCIP Implementation Report and submitted to OEC
- November – December 2010: Counties submit 2 or 3 possible events or exercises for assessment and identify county POCs
- December 2010: PSIC Office publishes lists of events or exercises to be assessed (one per county)
- December 2010: OEC publishes final performance reporting tool
- December 2010 – July 2011: Non-UASI counties conduct performance assessment and after action sessions with PSIC Office support
- September 2011: PSCC reviews and approves performance assessments for inclusion in 2011 SCIP Implementation Report
- September 2011: Performance Assessment data included in 2011 SCIP Implementation Report submitted to OEC

**Appendix A: Strategic Initiatives and Supporting Objectives***Strategic Initiatives and Supporting Objectives included in Arizona's SCIP, approved January 19, 2010.***AZ 2010 Statewide Communications Interoperability Plan (SCIP)  
Strategic Initiatives & Supporting Objectives**

	ID	SCIP Section	Strategic Initiative & Objectives	Priority	Term	Lead
Governance	1	5.8.1.1 1) 2) 3)	<b>Expand &amp; Implement Interoperable Communications Governance Model &amp; Plan</b> Conduct an annual review and update the SCIP as needed Develop TICPs and expand the utilization of CASM (2011) Strengthen the SIEC (2009).	High	Short (2010/2011)	PSIC Office
	2	5.8.1.2 1) 2)	<b>Develop Long-term Plan for Statewide Interoperability for Voice and Data</b> Develop a Long-term Plan for Statewide Interoperability for Voice (2011) Develop a Long-term Plan for Statewide Interoperability for Data (2011).	Medium	Short (2011)	PSIC Office
	3	5.8.1.3 1) 2) 3)	<b>Develop and Implement Long-term Funding and Sustainability Strategy for Interoperable Communications</b> Identify known local, state, tribal, federal and/or private funding streams that could be used to support interoperability Identify existing and projected interoperability projects in need of implementation and sustainment funding; determine funding requirements for each project Develop a statewide long-term interoperable communications funding plan.	Medium	Short (2011)	PSIC Office
SOPs	4	5.8.2.1 1) 2) 3)	<b>Establish a PSP Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions</b> Develop a statewide interoperable communications PSP Framework Develop consistent interoperable communications SOPs and SOP templates Implement developed SOPs statewide.	High	Short (2011)	PSIC Office
Technology	5	5.8.3.1 1)	<b>Complete AIRS by Deploying Remaining AIRS Suites</b> Provide AIRS coverage for each of the 15 Arizona counties.	High	Short (2011)	DPS/WSB
	6	5.8.3.2 1) 2) 3) 4)	<b>Implement, Enhance and Promote Functional Regional Systems in Support of Interoperable Communications</b> Encourage partnerships in regional shared systems Support the development of new regional shared systems Provide enhancements to existing regional shared systems Develop interoperability connections between regional shared systems.	High	Long	Regional Partners
	7	5.8.3.3 1) 2) 3)	<b>Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology</b> Complete the Microwave Southern Loop Connectivity (2010) Complete the Microwave Western Loop Connectivity (subject to funding availability) Complete the Microwave Northern Loop Connectivity (subject to funding availability).	High	Long (2017)	DPS/WSB
	8	5.8.3.4 1) 2) 3)	<b>Implement the State STR</b> Pre-position and secure mobile interoperable communications assets for immediate deployment to impacted areas statewide in an emergency or major disaster Provide redundant communications assets which can reconstitute basic public safety/service communications in the event of a catastrophic communication failure Augment COG capabilities by providing a reserve of communications assets to government officials.	High	Short (2010)	ADEM
	9	5.8.3.5 1) 2) 3)	<b>Upgrade Operable Communication Systems for State Agencies in Support of Interoperable Communications</b> Develop a plan to provide State Agency Users with continued access to operable public safety/service LMR communications in support of statewide interoperability Implement immediate solutions to enhance operable communication systems for State Agency Users in support of interoperable communications Implement upgrades to operable communication systems for State Agency Users in support of interoperable communications.	High	Long	DPS/WSB
Training & Exercises	10	5.8.4.1 1) 2) 3) 4) 5)	<b>Develop and Implement a Training Plan to Address Interoperable Communications</b> Develop regional multi-year communications-focused T&EPs Develop a statewide multi-year communications-focused T&EP Develop and implement AIRS training statewide Implement a COML Training Program and determine a credentialing protocol Implement a COMT Training Program and determine a credentialing protocol.	Medium	Short (2011)	PSIC Office
	11	5.8.4.2 1) 2)	<b>Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications</b> Develop regional multi-year communications-focused T&EPs Develop a statewide multi-year communications-focused T&EP.	Medium	Short (2012)	PSIC Office
Usage & Outreach	12	5.8.5.1 1) 2) 3) 4) 5)	<b>Create and Implement an Education and Outreach Plan in Support of Interoperable Communications</b> Develop a statewide Education and Outreach Plan in support of interoperable communications that describes the plan for encouraging collaboration and educating policy makers and practitioners. Actively encourage and coordinate collaborative efforts to identify and address local, regional, tribal, and state barriers to advancing interoperability solutions and usage Travel to regions where interoperable communications are needed and conduct group and one-on-one meetings to understand first hand the challenges facing public safety and service agencies/organizations in advancing interoperable communications, and support stakeholders as they address these challenges Develop resources for interoperable communications to showcase success stories from across Arizona Develop partnerships with agency public information officers, communication managers, regional communication centers and emergency managers.	Medium	Short (2010)	PSIC Office